

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Pina Ania Putri¹, Danang Prio Utomo², Pahrudin Pahrudin³

¹⁻³⁾ Universitas Hamzanwadi, Lombok Timur, Indonesia

E-mail: ¹⁾ Pinaputrisaprin@gmail.com, ²⁾ danang@hamzanwadi.ac.id, ³⁾ rudipahru@gmail.com

Submitted: 06 August 2026	Revised: 16 August 2026	Accepted: 31 August 2026
-------------------------------------	-----------------------------------	------------------------------------

Abstract

Digital transformation is critical for Micro, Small, and Medium Enterprises (MSMEs) however, many regions suffer from “superficial digitalization” the passive use of social media without an integrated promotional strategy. This qualitative study aims to analyze the strategic transformation of MSME actors in Sikur District, East Lombok Regency, in leveraging social media and instant messaging as digital promotional tools. Data were collected through a triangulation technique involving digital observation, documentation, and in-depth interviews with 15 micro-enterprise actors across the trade and creative industry sectors. The findings reveal an adaptation spectrum in which younger entrepreneurs execute rapid digital migration to overcome the stagnation of foot traffic in physical markets. Furthermore, this study conceptualizes the Visual-Relational Funnel model, which illustrates how visual content on TikTok, Instagram, and Facebook functions as a traffic generator, whereas WhatsApp serves as a transaction conversion room driven by a Digital Silaturahmi approach. Nevertheless, the second-wave digital divide marked by hardware limitations and content ideation constraints remains a major impediment. Consequently, governmental policy must transition from physical infrastructure support toward content-based creative literacy mentorship to ensure MSME sustainability.

Keywords: Digital Transformation, Micro Small and Medium Enterprises, Visual-Relational Funnel, Digital Promotion, Digital Silaturahmi.

1. INTRODUCTION

In the era of the digital economy, the capacity for information technology adoption has become a primary determinant of the sustainability of Micro, Small, and Medium Enterprises (MSMEs). Although digitalization is appears to reflect to expand market access and stimulate local economic growth (Galib et al., 2024), this transition triggers a paradox of *superficial digitalization* at the micro level. The success of digital transformation no longer hinges merely on the ownership of digital infrastructure or accounts, but rather on the *managerial digital literacy* of business actors in integrating technology into organizational leadership attributes (Zahoor et al., 2023). This challenge becomes increasingly complex in rural or suburban areas, where limited human resource capabilities frequently clash with the lack of structured external ecosystem support (Sitompul et al., 2025).

As part of the regional economic dynamics in West Nusa Tenggara, East Lombok Regency has recorded rapid growth in the real sector, with the MSME population reaching 73,932 units (Dinas Koperasi dan UMKM Kabupaten Lombok Timur, 2025). Although social media marketing activities are theoretically effective in increasing brand awareness and

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Putri et al, 2026

consumer loyalty (Malarvizhi et al., 2022; Nurhadi et al., 2025), empirical reality in Sikur District demonstrates a contradictory pattern. Initial observations indicate a digital skills gap; the majority of MSME actors treat social media platforms (Facebook, Instagram, TikTok) and Instant Messaging (WhatsApp) merely as passive, individual communication tools or for daily documentation, rather than as professional instruments for catalogue management, traffic generators, or conversion rooms. Shifting to WhatsApp, the established communication tends to be rigid and purely reactive merely waiting for customer inquiries instead of utilizing the Story or Broadcast features in a structured manner to nurture customer loyalty. The failure to integrate these two channels not only paralyzes the promotional competitiveness of local products against foreign market aggression but also stifles new product development (NPD) performance and innovation capabilities at the rural level (Merín-Rodriganez et al., 2025; Secka, 2025).

Theoretically, the barriers to technology utilization are rooted in the lack of integration of the unique local cultural landscape into formal digital marketing strategies. Social media platforms possess strong technological affordances in terms of visual stimulation to attract mass attention widely, functioning as traffic generators (Sedalo et al., 2022). However, the characteristics of rural markets demand a depth of responsive and personal computer-mediated interaction to lock in transactions within private spaces like WhatsApp, which acts as a conversion room (Su et al., 2024). The researcher conceptualizes this emotional bridge as “Digital Silaturahmi”. Academically, this concept is rooted in the integration of relationship marketing and social capital theory, where communal values, personal intimacy, and local trust (social trust) are digitalized into commercial activities. Through digital silaturahmi, simple features such as WhatsApp status mutate from means of personal expression into low-cost, organic promotional instruments that effectively penetrate the information asymmetry of rural consumers (Ayokunmi et al., 2025; Azhari et al., 2025).

Although prior literature has extensively examined the digitalization of MSMEs, existing studies tend to be partial and macro-oriented. For instance, Galib et al. (2024) focus on macroeconomic impacts without addressing operational tactics; Kurniawan & Sutabri (2023) as well as Azhari et al. (2025) analyze WhatsApp features in isolation; whereas Putri & Thohiri, (2025) review social media separately without investigating how sales conversions are closed via instant messaging. A fundamental limitation of current MSME digital marketing literature is the linear assumption that adopting a single platform automatically resolves sales bottlenecks. To date, no theoretical framework adequately explains how rural MSMEs engage in platform-switching or execute the simultaneous integration of social media (visual appeal) and instant messaging (relational warmth) within a unified ecosystem. This gap represents the key academic positioning of this study.

Unlike classical hierarchy-of-effects models such as AIDA (Attention, Interest, Desire, Action) Strong, 1925; Wijaya, (2012) which assume a linear, mechanistic flow reliant on industrial-scale system automation or conventional social commerce frameworks that center on automated transaction features and centralized platform architectures Hajili, 2015; Liang & Turban, (2011), this study proposes the “Visual-Relational Funnel” model. The novelty of this model lies in its reconstruction of a hybrid marketing funnel that operates non-linearly and

organically as a form of *resource bricolage* (the strategic leverage of limited resources). By challenging dominant conventional marketing paradigms, this model demonstrates that in rural spheres, sales conversion effectiveness is not driven by algorithmic sophistication, but rather by the flexibility of personal relationships anchored in local cultural wisdom (*embeddedness*), sparked initially by aesthetic visual stimulation.

Without this grounded model reconstruction, digital serialization programs for rural MSMEs in East Lombok will remain trapped in a formalistic cycle of account ownership without any real economic impact. Therefore, this study aims to comprehensively analyze how the integration of social media and instant messaging can be developed into an effective digital promotional strategy for MSMEs in Sikur District. Theoretically, this study contributes to expanding the digital marketing management literature through the formulation of the Visual-Relational Funnel model based on economic sociology in rural areas. Practically, this research is expected to serve as an applicable guide for rural micro-entrepreneurs in formulating precise digital promotional tactics, while simultaneously providing empirical references for local governments in designing targeted, content-based creative literacy assistance policies.

2. LITERATURE REVIEW

MSME Concepts, Managerial Capabilities, and Strategic Transformation

Micro, Small, and Medium Enterprises (MSMEs) constitute the backbone of the economy, accounting for over 90% of global business activities (Tan et al., 2025). In Indonesia, MSME criteria are officially regulated under Government Regulation (PP) No. 7 of (2021) based on venture capital and annual sales turnover. Despite their rapid proliferation, the majority of MSMEs continue to face classic impediments, namely resource constraints and limited digital skill sets. Under these circumstances, successful technology adoption is no longer dictated merely by device sophistication, but rather by the managerial digital literacy of the business owners (Zahoor et al., 2023).

Through the lens of Upper Echelons Theory, the strategic orientation and behavioral trajectories of MSMEs are a direct reflection of the owners' cognitive frames, values, and intellectual capacities (Tan et al., 2025). In dynamic markets, this cognitive capacity manifests as dynamic managerial capabilities a pivotal ability for business owners to reconfigure internal resources to adapt to emerging technologies (Merín-Rodriganez et al., 2025). Therefore, the strategic transformation of MSMEs must not be conceptualized as a simple shift from physical marketplaces to online stores (Sari, 2025). Instead, it represents a comprehensive evolutionary process of resource orchestration and navigating digital ecosystem uncertainties (Chung et al., 2025; Evangeulista et al., 2023; Fajriah, 2025; Pawełoszek et al., 2023). Ultimately, supportive local government ecosystems and policies act as crucial catalysts enabling MSMEs to transcend these informational barriers (Ayokunmi et al., 2025; Secka, 2025).

Social Media and Instant Messaging in Digital Promotion

At the operational level, the promotional strategy transformation of rural MSMEs hinges on two primary platform types: social media and instant messaging. Social media

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Putri et al., 2026

platforms such as TikTok, Instagram, and Facebook exhibit distinct visual technological affordances that are highly effective in capturing public attention, building brand image, and fostering consumer brand love (Malarvizhi et al., 2022; Mulyani et al., 2022; Nurhadi et al., 2025; Sedalo et al., 2022). Social media marketing activities (SMMAs) incorporating entertainment, trending topics, and vibrant interactions have been empirically appears to reflect to generate initial engagement and stimulate electronic word-of-mouth (e-WOM) (Cao & Weerawardena, 2023; Ngo et al., 2025; Zhang & Erturk, 2022).

Conversely, instant messaging applications such as WhatsApp offer a considerably more private, personalized, and responsive communication environment via Computer-Mediated Communication (CMC) mechanisms (Su et al., 2024). While social media serves to reach broad audiences at the surface level, simple instant messaging features such as WhatsApp Statuses and personal chats operate as transaction conversion rooms. Within these private spaces, emotional ties, interactional warmth, and social trust are intensively cultivated (Azhari et al., 2025; Pratiwi et al., 2023). The integration of these two channels transforms the conventional promotion mix into an interactive and adaptive digital marketing ecosystem for micro scale enterprises (Maduku, 2024; Murdiani et al., 2022; Sarabdeen, 2025; Sekarwangi et al., 2022).

Analytical Synthesis: The “Visual-Relational Funnel” Integrative Framework

Analytically, the aforementioned theories and concepts do not operate in isolation; rather, they complement one another within a cohesive continuum. The leadership and digital literacy of business owners (Upper Echelons Theory) serve as the primary internal input driver, determining how constrained resources are leveraged (*resource bricolage*). These dynamic managerial capabilities govern how social media is utilized to capture market attention and how instant messaging is managed to lock in sales.

In the context of rural or peri-urban MSMEs, the interplay among these theories gives rise to a hybrid promotional pathway. Visual allure on social media is leveraged as a *traffic generator*, whereas local relational warmth termed *Digital Silaturahmi* is deployed within private messaging channels as a transaction *conversion room*. This interconnectedness underpins the Visual-Relational Funnel model, a framework demonstrating that sales conversions in rural MSMEs rely not on algorithmic automation or complex machine systems, but on the strength of personal relationships ignited by aesthetic visual stimulation.

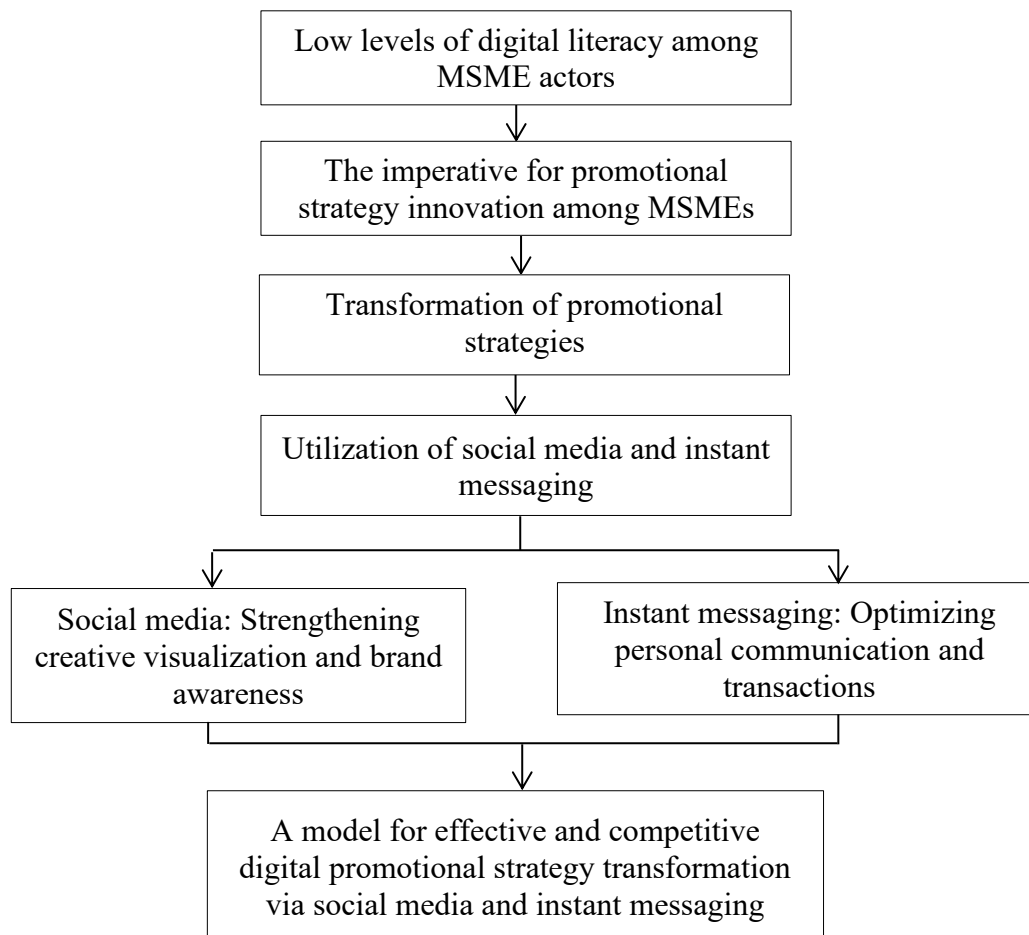
Table 1 Synthesis of analytical relationships among theoretical concepts

Theoretical Dimension	Primary Theory / Concept	Role in Model Synthesis	Operational Marketing Construct
Internal Driver	Upper Echelons Theory & Dynamic Managerial Capabilities	Explains how managerial digital literacy and orientation guide technology adoption decisions amidst resource constraints.	Managerial Digital Literacy & Resource Bricolage
Attraction Channel	Technological Affordances & Social Media Marketing	Explains the utilization of visual-based social media to generate broad market reach and capture	Visual Traffic Generator (TikTok, Instagram, Facebook)

	Activities (SMMAs)	initial attention (<i>traffic generation</i>).	
Conversion Channel	Computer-Mediated Communication (CMC) & Social Capital Theory	Explains the use of private instant messaging to cultivate intimacy, social trust, and local emotional resonance.	Relational Conversion Room & Digital Silaturahmi (WhatsApp)
Strategic Outcome	Digital Promotion & Hybrid Funnel Adaptation	Connects visual allure with relational conversion as an effective and sustainable hybrid digital promotion strategy for rural MSMEs.	Visual-Relational Funnel

Source: Data processed, 2026

Figure 1 Conceptual framework



Source: Data processed, 2026

3. RESEARCH METHOD

This study employs a descriptive qualitative approach to explore the integration strategies of social media and instant messaging among Micro, Small, and Medium Enterprises (MSMEs). To strengthen the research methodology in identifying deeply rooted relational patterns, this study applies Thematic Analysis following the model proposed by Braun &

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Putri et al, 2026

Clarke (2006). This approach was selected because the research focus is specifically directed toward micro-businesses within the trade and creative industry sectors, which exhibit unique characteristics namely, resource constraints coupled with high flexibility to adapt through digital literacy. The research location was purposively established in Sikur District, East Lombok Regency. This area was selected due to its status as an MSME hub currently confronting tangible challenges in adapting to the digital ecosystem. According to Secka (2025), such technological transition barriers constitute a primary constraint to strengthening MSME competitiveness in developing nations.

Informants in this study were determined using a purposive sampling technique to ensure that the gathered data were strictly aligned with the objectives of analyzing digital transformation strategies. The selection encompassed two primary groups: business owners (*owners*) as key decision-makers, and employees or digital admins responsible for managing social media accounts and WhatsApp operations.

The criteria for selecting informants were defined as follows:

- 1 Micro-enterprise actors or employees residing and actively operating within Sikur District, East Lombok Regency;
- 2 Operating within the trade or creative industry sectors;
- 3 Maintaining active accounts on social media platforms (Facebook, Instagram, or TikTok) and utilizing WhatsApp for business communications;
- 4 Actively and consistently conducting digital promotions over the past 3 to 6 months; and
- 5 Willing to provide transparent insights regarding their strategies and operational constraints.

The inclusion of employees was crucial because they serve as operational frontliners possessing tactical autonomy in drafting daily content, executing relational communication styles (*Digital Silaturahmi*), and offering strategic promotion inputs to business owners. The termination of field data collection was governed by the empirical indicator of data saturation, rather than relying solely on a normative number of informants. Data saturation was deemed achieved when thematic coding across three consecutive final informants yielded no new codes, categories, or variations in information regarding the digital interaction patterns of the target MSMEs.

Data collection was conducted through technical triangulation, combining digital observation, semi-structured interviews, and documentation to ensure the credibility of the findings in accordance with the principles of Sugiyono (2019). The research data comprise primary data derived from in-depth interviews and observations of digital promotional activities (such as instant messaging status features), as well as secondary data in the form of official records and digital content documentation. The research instrument, consisting of an interview guide, was developed from a synthesis of various prior studies covering aspects of rural technological challenges (Sitompul et al., 2025; Wibawa et al., 2022), WhatsApp feature and catalog strategies (Azhari et al., 2025; Pratiwi et al., 2023), utilization of viral video content (Mulyani et al., 2022), cost efficiency (Galib et al., 2024; Rusnendar et al., 2024), and building consumer trust (Hartono et al., 2024; Ngo et al., 2025).

The data analysis process was systematically executed through the six operational phases of Thematic Analysis by (Braun & Clarke, 2006), integrated with the interactive model of Miles, Huberman, & Saldaña, (2020) through data condensation, data display, and conclusion drawing. The analysis began with data familiarization through verbatim interview transcription and repeated reading of field notes. Subsequently, the researchers conducted a rigorous line-by-line coding process to distill raw data into semantic and latent codes. Codes sharing similar meanings were then condensed and grouped into conceptual categories or potential themes, namely mass attraction tactics (*traffic generator*), private transaction spaces (*conversion room*), and cultural approach patterns (“Digital Silaturahmi”). Operationally, the “Visual-Relational Funnel” model was reconstructed by inductively synthesizing these three themes. Visual aesthetic data from TikTok/Facebook were categorized as mass attractors, text message interaction data were coded as transitions, and cultural data regarding local greetings and deep-conversation trust within the WhatsApp application were abstracted as relational transaction lockers. The synthesis of this workflow established the propositions for the new model. After reviewing the coherence of the themes against the entire dataset, the researchers defined and named each theme specifically to construct the Visual-Relational Funnel model before finally presenting it narratively for final conclusion drawing.

To guarantee the credibility and trustworthiness of these qualitative analysis results, the researchers applied three methodological conformity techniques (Sugiyono., 2019). First, source triangulation was performed by cross-referencing interview data from MSME owners with visual observation data on their WhatsApp statuses, as well as direct confirmation from consumers. Second, member checking was executed by returning the draft transcripts and summaries of the themed coding results to the informants to ensure that the researchers' interpretations were accurate and free from subjective researcher bias. Third, the researchers compiled an audit trail documenting the entire log of research activities chronologically ranging from raw audio recordings and field notes to the codification tree (*coding tree*) so that the entire conclusion drawing process in this study can be tracked, verified, and held accountable for its validity.

Despite its rigorous design, this study possesses several methodological limitations that must be explicitly acknowledged. First, in terms of geographic scope and the number of informants, this research is confined to the micro-business ecosystem in Sikur District, East Lombok Regency, with a specific focus on the rural trade and creative industry sectors. Consequently, the sociological closeness characteristics (Digital Silaturahmi) discovered in this study are highly contextual and tightly bound to the cultural traits of the local Sasak community in Sikur District. Second, regarding the generalizability of findings, as a qualitative study, the results and the Visual-Relational Funnel model generated from this research are not intended to be statistically generalized to the entire national MSME population. Technology adoption patterns in urban areas, where communities tend to be impersonal, or among medium-scale service sector MSMEs, will highly likely exhibit different funneling dynamics. These limitations simultaneously open opportunities for future quantitative research to test the validity of this conceptual model across a broader sample scale.

4. RESULTS AND DISCUSSION

RESULTS

This study was conducted in Sikur District, East Lombok Regency, from January to February 2026. Data were collected through technical triangulation, comprising digital observations, in-depth interviews, and documentation. The primary informants consisted of 15 micro-enterprise owners who actively utilize social media and instant messaging as digital promotional tools. These informants operate within the trade sector ranging from fashion and cosmetics to household appliances as well as the creative industry sector. Detailed characteristics of the informants are presented in Table 2 below.

Table 2 Characteristics of informants

No	Informant Position	MSME Name	Product Category	Length of Business (Years/Months)	Digital Adoption Since	Digital Platforms Used
1	Business Owner	Fani Thrift	Fashion	1 Year	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
2	Business Owner	Hilda Store	Fashion, Skincare, Cosmetics, & Accessories	2 Years	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
3	Business Owner	Widia	Fashion & Cosmetics	11 Years	2020	Facebook dan WhatsApp
4	Business Owner	Nina Store	Fashion, Skincare, Cosmetics, & Accessories	1 Year	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
5	Business Owner	Rhijab Store	Fashion & Accessories	7 Years	Since Inception	Facebook, Tiktok, dan WhatsApp
6	Business Owner	Manal Store	Skincare, Cosmetics, Accessories, & Bouquets	6 Years	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
7	Business Owner	Elisa Florist	Bouquets, Nameplates, Dowries, & Parcels	2 Years	November 2024	Facebook, Instagram, Tiktok, dan WhatsApp
8	Business Owner	Indy Colection	Accessories, Bags, & Footwear	4 Years	Since Inception	Facebook, Tiktok, dan WhatsApp
9	Employee	Citra Baru Meuble	Household Furniture	6 Years	2022	Facebook, Instagram, Tiktok, dan WhatsApp

10	Employee	Twinshop	Fashion, Bags, & Footwear	10 Years	2025	Facebook dan WhatsApp
11	Employee	Karin Babyshop	Children's Fashion & Bouquets	7 Years	2024	Facebook, Instagram, dan WhatsApp
12	Employee	Anry Thrift	Fashion	3 Years	2024	Facebook, Instagram, Tiktok, dan WhatsApp
13	Employee	Lzhe Store	Fashion, Skincare, Cosmetics, & Accessories	1 Year	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
14	Employee	Eny Hijab Sikur	Fashion & Skincare	1 Year	Since Inception	Facebook, Instagram, Tiktok, dan WhatsApp
15	Business Owner	Kotaraja Grosir	Household Furniture	8 Months	Since Inception	Facebook, Tiktok, dan WhatsApp

Source: *Data processed, 2026*

Based on the characteristics detailed in Table 1, a diversity of informant backgrounds is evident, which subsequently shapes distinct patterns of strategic transformation. The digital transformation patterns in Sikur District form a unique spectrum of adaptation, broadly categorized by the age of the business and its managerial profile.

DISCUSSION

MSME Strategic Transformation Patterns in Sikur District

The digital transformation patterns among MSMEs in Sikur District form a unique and non-uniform adaptation spectrum in the field. Within the established business group characterized by a long operational tenure and managed by middle-aged entrepreneurs, the transformation shifted from a conventional-passive paradigm toward a digital-active orientation. This shift was triggered by an existential awareness of changing consumer behaviors and a decline in physical customer foot traffic in local markets, as reflected by the following business actor:

“In the past, I was passive; I only had an account but rarely posted. Now I realize that if I am not active on social media, my physical store becomes quiet. Consequently, I started learning to routinely post stock on Facebook every day. I see that if I just stay quiet, customers will not know what I am selling, so being active on social media is the key to drawing people back to the store.”
(Informant 3, Fashion & Cosmetics Sector, 11 years in business)

This condition stands in stark contrast to the micro-business group with a shorter operational lifespan (1 to 7 years). This group, which is dominated by young entrepreneurs, generally integrated digital media from the inception of their ventures. To minimize capital risks resulting from limited physical capital, they engineered local business models through a stock-limiting system using a preventive approach:

“From the very beginning of selling, I immediately promoted on social media and WhatsApp, initially using a PO (Pre-Order) system. I did not want to take the risk of accumulating stock without buyer certainty. Through this system, I could gauge market interest beforehand prior to physically procuring the goods.” (Informant 2, Mixed Retail/Fashion & Skincare Sector, 2 years in business)

Although dominated by young actors, adaptation did not always occur instantaneously on day one. Some initially began with conventional methods; however, the pressure of stagnating physical customer traffic in the Sikur region prompted a rapid strategic migration within a matter of months:

“Initially, I only relied on people coming to the location, but within months I realized that if I just waited, orders were very quiet. Finally, I immediately learned to use social media for promotion, and it turned out the results were much faster. This pattern makes me no longer want to return to relying solely on a physical store because the digital market is far broader.” (Informant 7, Creative Industry/Bouquet & Parcel Sector, 2 years in business)

The acceleration of this migration indicates that for young entrepreneurs, the failure of conventional methods is immediately responded to through technology mastery as an instant solution to expand market reach. The pinnacle of this digital orientation is achieved in the active-proactive phase, where business actors optimize visual algorithms to directly intervene in market attention from the very first day of operations:

“From the first day of opening, I already knew I had to play on TikTok and Reels. I did not wait for customers to come, but I approached them through content that was going viral. I believe that dynamic visual content is more capable of engaging customer emotions compared to merely boring static photos.” (Informant 4, Mixed Retail/Fashion & Skincare Sector, 1 year in business)

The research findings in Sikur District demonstrate that strategic transformation does not proceed uniformly; instead, it shapes an adaptation spectrum heavily influenced by the level of managerial digital literacy. The speed of adaptation demonstrated by these young business actors is not merely a technical coincidence, but rather a manifestation of upper echelons theory. In this context, the strategic marketing orientation in Sikur appears to reflect to be a reflection of the owners' personal values and perceptions of competitive advantage (Tan et al., 2025). The tactical response shown by Informant 7 represents an agile dynamic capability to

abandon conventional methods upon detecting physical market stagnation, indicating that successful digitalization originates from the mental agility of its leader (Merín-Rodriganez et al., 2025).

Conversely, the digital adaptor group with a long operational history (such as Informant 3) faces significantly more complex psychological and technical barriers during this transition process. The digital skills gap serves as a primary bottleneck for established business actors to shift from passive to active communication patterns (Zahoor et al., 2023). This process demands a strenuous unlearning effort toward old trading habits to foster an organizational culture that is more adaptive and responsive to changing consumer behaviors in a disruptive era (Evangelista et al., 2023).

Consequently, the transformation pattern of MSMEs in Sikur constitutes a managerial evolutionary process that separates entities that merely possess an account (passive) from those that build value (active-productive). This fundamental distinction illustrates the owners' capacity to absorb new business materials via the internet and their willingness to renegotiate resources within the digital ecosystem (Chung et al., 2025; O. R. Putri et al., 2024). Successful transformation at the local level appears to reflect to be not merely the adoption of tools, but a shift in strategic orientation from waiting for customers to actively reaching the market.

Integrated Utilization of Social Media and Instant Messaging

A stark contrast between digitally native groups and late adopters lies in the quality of their visual content. Late adopters frequently remain constrained by static imagery, whereas digitally native counterparts expertly leverage customer emotions through dynamic, short-form videos. The successful mastery of this visual content is integrated into a systematic digital workflow through the application of a basic funneling model. Public visual platforms such as TikTok, Instagram, and Facebook function as traffic generators to cultivate widespread brand awareness, as illustrated below:

“I initially focus on creating engaging content on TikTok and Reels so people become aware of my products. Social media acts as my digital brochure to entice people to visit and inquire. Without engaging initial content, people would never discover our shop's existence in this vast digital landscape.”
(Informant 1, Fashion Sector, 1 year in business)

A crucial phase of this platform integration is the transition of interaction from public social media to WhatsApp, which serves as the conversion room. WhatsApp plays a vital role as a social validation tool, providing a sense of security for local buyers in the East Lombok region:

“On Instagram or TikTok, people merely browse, but once they click the link to WhatsApp, that is where I provide personalized service. They can request authentic, unfiltered photos or ask for the latest stock updates, and only then are they willing to transfer funds because they feel they know me through the chat. Buyer trust develops precisely when they begin conversing directly with the

seller.” (Informant 2, Mixed Retail/Fashion & Skincare Sector, 2 years in business)

Optimally integrating these two platforms enhances the competitiveness of local MSMEs by effectively separating the entertainment aspect of social media from the transactional certainty of instant messaging. The tangible impact of this integration is also observed among wholesale operators managing high order volumes:

“Proactive promotion through posts aims to reach distant audiences, but for wholesale pricing and large shipments, everything is conducted via WhatsApp. Customers feel more comfortable due to the personalized service, and it streamlines our order tracking. Through this method, we can serve hundreds of customers without confusion between casual inquiries and serious orders.”
(Informant 15, Household Furniture Sector, 8 months in business)

By segregating promotional and transactional functions, MSMEs in Sikur have successfully established a professional digital workflow while preserving the personalized service values characteristic of local commerce. Based on the theory of Social Media Marketing Activities (SMMAs), utilizing public platforms that rely on creative visual stimulation is effective in building massive brand awareness (Malarvizhi et al., 2022). The daily video content production practice by Informant 1 represents an efficient form of proactive marketing assimilation to identify and capture the attention of prospective customers at scale (Maduku, 2024; Sarabdeen, 2025).

However, a deeper critical analysis through the lens of economic sociology reveals that the transition of interaction to the private sphere of WhatsApp by Informant 2 and Informant 15 extends beyond mere technical and operational efficiency. This practice represents a tangible reconstruction of the trust economy and social embeddedness within rural digital spaces. In rural areas characterized by high collectivism, such as the Sikur District, community economic actions cannot be dichotomously separated from traditional social relations. WhatsApp facilitates a more intimate, private, and conceptual computer-mediated communication, wherein commercial interactions are engineered to replicate the warmth of real-world, face-to-face greetings.

This phenomenon of domesticating global technology represents a digitalization of local communal values, which the researcher conceptualizes as “Digital Silaturahmi.” Operationally, Digital Silaturahmi is defined as the reconstruction of social intimacy, communal values, and traditional norms of mutual trust characteristic of rural societies into computer-mediated business interactions within digital private spaces. This concept grounds global technology through three primary theoretical foundations. First, from a relationship marketing perspective, Digital Silaturahmi is a tangible manifestation of long-term relationship maintenance that transcends short-term transactional boundaries. Instead of relying on rigid automated bots, interactions are nurtured through personal touches that foster strong commitment and emotional bonding between sellers and buyers. Second, the concept is underpinned by the principle of embeddedness (social embeddedness) in economic sociology,

which asserts that the economic actions of MSME actors in Sikur District never stand alone; rather, they are deeply embedded within the network of social relations and communal cultural traits of the local Sasak community materialized into the digital space. Third, this practice is driven by the utilization of social capital and social trust born out of such embeddedness, wherein kinship networks and local cultural conformity act as economic security guarantees that effectively mitigate fraud risks and reduce transaction costs.

Through personal chat rooms and the utilization of the WhatsApp status feature, these values are tangibly articulated in the field, as intensively optimized by Informant 10. Consequently, consumer trust is no longer constructed through mechanistic, anonymous macro-rating systems, but rather through the presence of emotional, sincere, two-way communication bound by cultural conformity (Azhari et al., 2025; Su et al., 2024). Ultimately, long-term customer retention and loyalty in the rural market are successfully secured by the thickness of social capital cultivated through these informal digital interactions, thereby converting visual interest into sustainable economic transaction certainty (Ayokunmi et al., 2025; Sekarwangi et al., 2022).

Analysis of Impacts, Challenges, and Development Expectations

Digitalization has dismantled the geographical barriers that previously constrained rural Micro, Small, and Medium Enterprises (MSMEs). Market reach, which was once confined to the sub-district level, has now expanded trans-regionally and even inter-island, as experienced by the following cosmetics and skincare entrepreneur:

“The primary benefit of social media for my business is expanding market reach and facilitating promotion. Now, my customers do not only come from around Sikur; it has expanded outside the island. This is highly instrumental to the growth of the business, which previously relied solely on local walk-in customers.” (Informant 6, Mixed Retail/Skincare & Cosmetics Sector, 6 years in business)

This market expansion operates in tandem with operational cost efficiency. The majority of entrepreneurs observe that social media promotion is far more cost-effective and practical than conventional methods, as articulated by the following informant:

“Digital promotion is much cheaper and more practical than the old method. I can broadly introduce the business and viral products without printing physical brochures. The cost incurred is minimal compared to the increase in customers we acquire from those posts.” (Informant 1, Fashion Sector, 1 year in business)

The success of market expansion and cost efficiency yields a tangible economic impact, with all informants (100%) reporting a significant increase in turnover. This phenomenon confirms the argument of Galib et al (2024) that in a digital economy, physical boundaries are no longer primary impediments to local economic growth. This aligns with the findings of Wibawa et al (2022) that social media utilization exerts a direct impact on marketing performance through the efficient allocation of resources. As asserted by Zahoor et al (2023),

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Putri et al, 2026

the success of this transformation hinges on how technology interacts with personalized service attributes to construct intensive, two-way relationships.

Nevertheless, this digital transformation introduces challenges in the form of unintended consequences, such as psychological pressure stemming from intense content competition and a dual workload between physical and digital operations (Chung et al., 2025). The difficulty of producing fresh content amid the busyness of managing a brick-and-mortar store presents a major obstacle to the sustainability of marketing tactics:

“The greatest challenge is consistency in content creation. Sometimes we are at a loss as to what kind of videos to make so that people do not get bored, especially when the physical store is busy; posting is often delayed. We feel that our digital literacy is still limited to basic usage, rather than sustainable creative management.” (Informant 8, Accessories & Footwear Sector, 4 years in business)

Furthermore, private infrastructural constraints, such as limited hardware capacity, trigger the emergence of the second-wave digital divide. This technical barrier directly contributes to a decline in customer service responsiveness, as lamented by the informant below:

“The technical bottleneck is often a sluggish phone due to the excessive influx of chats and photos. Sometimes messages from new customers get buried or are slow to receive a response because the device lacks the power to process large data traffic. This problem significantly hinders us from delivering responsive service to prospective buyers.” (Informant 12, Fashion/Thrift Sector, 3 years in business)

This condition is further exacerbated by external pressures, including dynamic platform algorithm shifts and highly saturated content competition in the digital arena:

“The current challenge is that everyone is selling online, so the competition is intense. If our content is mediocre and does not follow viral trends, nobody watches our videos. We feel compelled to continuously adapt to viral audio trends or challenges to keep our content from sinking.” (Informant 3, Fashion & Cosmetics Sector, 11 years in business)

In contrast to the first-wave digital divide, which focuses on limited internet network access, the second-wave digital divide in Sikur District underscores device capacity asymmetry and cognitive constraints in processing and producing competitive visual content (Ayokunmi et al., 2025; Pawełszek et al., 2023). The magnitude of this competitive pressure engenders a uniform aspiration among workers and business owners regarding the necessity of government policy interventions focusing on advanced digital literacy training:

"We desperately need assistance regarding how to create engaging promotional content. Sometimes we have great products, but we are confused about how to shoot or edit videos to attract social media users. We hope the government

provides not just internet access, but also technical content production training."

(Informant 11, Children's Fashion Sector, 7 years in business)

A similar aspiration was echoed by another entrepreneur who expects macro-scale strategic guidance to enable rural MSMEs to penetrate the national market professionally:

"The expectation is for specific government strategies regarding digital promotion activation, so our reach is not just localized but can more effectively attract external customers. We want to know more professional customer acquisition strategies so our business can scale up." (Informant 1, Fashion Sector, 1 year in business)

The need for specific, practical, and continuous training is perceived as a primary instrument to win the competition in the current digital commerce ecosystem:

"Assistance in content creation is paramount for us, because that is the main weapon for online selling nowadays. If the government can facilitate video editing or product photography training, it will greatly support our business sustainability. We require practical guidance that can be directly applied to our daily products." (Informant 13, Mixed Retail/Fashion & Skincare Sector, 1 year in business)

This collective aspiration serves as a strong signal to policymakers that future interventions cannot merely rely on network infrastructure development or partial device distribution. Physical device assistance remains crucial as a technical foundation; however, such instruments will become underutilized assets if not accompanied by an escalation of managerial creative capacity to master algorithms (Maduku, 2024; Secka, 2025). In essence, the transformation challenge for MSMEs in Sikur has shifted from an access divide to a matter of creative and tactical capacity (O. R. Putri et al., 2024; Sarabdeen, 2025).

As a concrete response to the shifting challenges from accessibility to creative capacity, three forms of operational policy implications are formulated for the Regional Government of East Lombok Regency:

- 1 Initiation of the mobile content-creative clinic program: The local government needs to shift from theoretical seminar models to micro-vocational clinical assistance at the village level. Training should focus on technical skills for video production using smartphones, utilizing natural rural lighting techniques (*low-budget lighting*), and copywriting techniques based on local storytelling.
- 2 Provision of co-working spaces and village communal mini studios: Establishing shared creative spaces at sub-district offices or central cluster hubs, equipped with high-specification hardware and free mini product photography studios to mitigate the constraints of the second-wave digital divide (slow devices).
- 3 Formulation of a digital silaturahmi-based resource bricolage guide curriculum: Publishing tactical booklets that guide the standardization of digital customer service

ethics (Chatting SOPs) that absorb the local wisdom and politeness of the Sasak tribe to lock in consumer loyalty without relying on high-cost automation tools.

A Model for Effective and Competitive Digital Promotional Strategy Transformation via Social Media and Instant Messaging

Drawing from the field dynamics and tool integration previously outlined, the overall interaction pattern can be abstracted into a systematic operational model. The researcher conceptualizes this operational framework as the “Visual-Relational Funnel,” a theoretical synthesis that explains how rural MSMEs combine the strength of visual stimulation with the depth of personalized relationships. This strategic model applied in Sikur District centers on digitalizing the local concept of *silaturahmi* into global platforms to generate a creativity-based competitive advantage (Sarabdeen, 2025).

It is essential to emphasize that although the concept of the digital marketing funnel has been widely discussed in global marketing literature, the Visual-Relational Funnel model possesses profound distinctions and contrasts when confronted directly with conventional digital marketing models tailored for large-scale industries (such as the classic linear AIDA marketing concept or fully automated e-commerce systems). A comprehensive philosophical and structural comparison between these models is presented in Table 3.

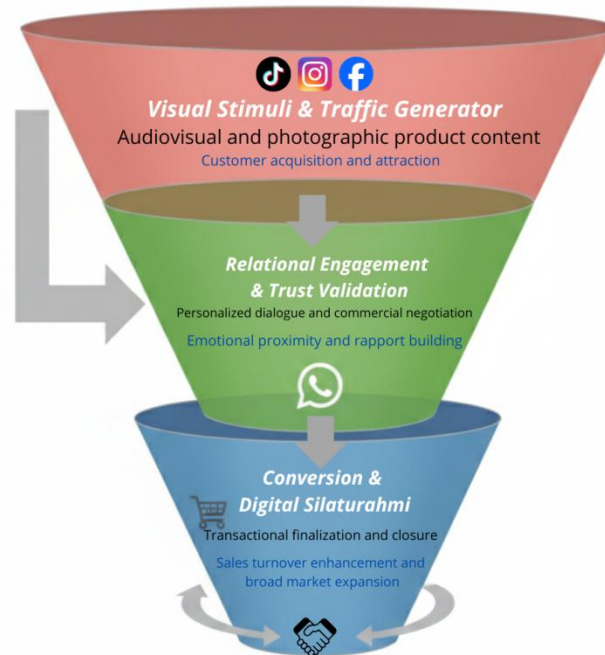
Table 3 Comparative characteristics of digital marketing models

Analytical Dimension	Classic Funnel Model (AIDA)	Modern Social Commerce Model	Visual-Relational Funnel Model (Research Findings)
Workflow	Rigidly linear from mass audience to individual purchasing action.	Relies heavily on system automation and in-app checkouts.	Hybrid (Cyclical), blending public visual reach with private intimacy.
Driving Engine	Media advertising budgets (Paid Ads) and broad exposure.	System algorithm optimization and consumer rating reviews.	Digital <i>Silaturahmi</i> and local social capital.
Relationship Character	Short-term commercial transactions.	Systematic, based on built-in platform loyalty systems (points/cashback).	Deeply relational, rooted in social embeddedness.
Consumer Character	Passive as recipients of targeted advertising messages.	Active-independent as users of a macro digital ecosystem.	Communal, requiring personalized proximity validation prior to transactions.

Source: Data processed, 2026

A fundamental critique of the AIDA and conventional Social Commerce models lies in their failure to capture the psychosocial dynamics of rural communities characterized by high cultural collectivism. Unlike the funneling models of large industries that rely on rigid automated systems (chatbots), MSMEs in Sikur operate this workflow organically as a form of *resource bricolage* the capability to leverage free and limited technological resources to engineer autonomous marketing solutions that yield high conversion rates (Ayokunmi et al., 2025). The operational mechanics of this model are systematically presented in Figure 2.

Figure 2 Model of digital promotional strategy transformation MSMES sikur: *visual-relational funnel*



Source: Data processed, 2026

This framework illustrates the digital conversion workflow of MSMEs, which integrates social media as a visual traffic generator and WhatsApp as a personal validation space. As a novel scientific model, this conceptual framework operates through three interconnected operational dimensions that function in a causal-cyclical manner to generate measurable business outcomes:

- 1 Visual stimuli (top of funnel): This dimension is operationalized through indicators such as the intensity of short video content production, the adoption of viral audio trends, and the visual creativity of digital product showcases. The directional relationship within this dimension is positive-linear toward the generation of mass attention. This stage supports the theory of *visual attention* in digital marketing, which posits that visual stimuli constitute the primary determinant for attracting buying interest on social media (Su et al., 2024), where the resulting intermediary business outcome is the maximization of consumer traffic attraction (*traffic generator*).
- 2 Relational engagement (middle of funnel): This dimension serves as the operational bridge when consumers perform *platform-switching* from public spaces to private spaces. The indicators measuring this dimension include private chat response speed,

transparency in sending unfiltered original product photos, and price negotiation flexibility. The directional relationship within this dimension acts as a moderating variable that domesticates rigid digital interactions into intimate ones. This stage confirms the principles of *relationship marketing*, wherein long-term transactional values are constructed through intensive and deep personal communication (Maduku, 2024), yielding an intermediary business outcome in the form of a secure digital transaction conversion space (*conversion room*).

- 3 Digital silaturahmi dimension (bottom of funnel): This innermost dimension is driven by indicators of rural cultural conformity, such as the use of local Sasak kinship greetings (e.g., *kakak*, *batur*, *semeton*), the presence of daily informal story content on WhatsApp statuses, and consistency in nurturing social networks beyond economic motives. The directional relationship is no longer linear-exhaustive, but rather cyclical-reciprocal. Achieving the final transaction stage through the principles of Digital Silaturahmi which is underpinned by values of local trust (*local trust*) generates final business outcomes in the form of increased daily sales turnover, thick customer retention and loyalty, as well as the organic creation of free digital electronic word-of-mouth (*e-WOM*).

The originality of this model resides in the total integration of local cultural values into a global digital ecosystem. WhatsApp is utilized not merely as a technical channel for instant messaging, but as a space for social validation that digitalizes local trust values. The functional synergy between social media as a mass attraction instrument and WhatsApp as a transaction-locking mechanism empowers small rural enterprises to transform their physical capital constraints into high-value social capital. Ultimately, this emerging strategy manifests as a resilient and adaptive instrument for business sustainability amidst highly disruptive digital market competition (Pawełszek et al., 2023).

As a theoretical conclusion, the Visual-Relational Funnel model demonstrates that in rural spheres, the consumer interest phase is not linear-exhaustive, but rather cyclical-organic. A single transaction successfully secured by the digital warmth of *silaturahmi* within the conversion room strengthens social embeddedness. This embeddedness, in turn, acts as the primary capital to trigger subsequent inbound traffic via digital word-of-mouth recommendations. This model emerges as a strategic-pragmatic resolution to the resource constraints of rural MSMEs, proving that digital competitiveness does not invariably demand expensive technological investments, but rather tactical dexterity in weaving personal proximity within digital spaces.

5. CONCLUSION

This study demonstrates that the digital strategy transformation among MSMEs in Sikur District forms an adaptation spectrum governed by managerial digital literacy, ranging from rapid digital migration among young entrepreneurs to an unlearning process of long-standing habits among established business actors. Rather than adhering to a linear-automated marketing model, digital promotion in rural spheres operates through a hybrid framework conceptualized as the “Visual-Relational Funnel”.

The primary theoretical contribution of this research lies in the conceptualization of “Digital Silaturahmi”. While relationship marketing establishes the strategic objective of customer retention, and social capital along with embeddedness provide the sociological foundation of local trust, Digital Silaturahmi functions as the operational cultural mechanism bridging all three. This concept translates local cultural etiquette characterized by polite, personal, and intimate communication into digital private channels (such as WhatsApp) to convert social capital into tangible business transactions. From a practical standpoint, the competitive advantage of rural MSMEs hinges on content creativity and resource bricolage (utilizing limited resources), suggesting that governmental policy should shift from physical infrastructure aid toward content-based creative literacy mentorship.

This study is constrained by its qualitative scope and the specific cultural context of rural Lombok. Future research is encouraged to empirically test and validate the Visual-Relational Funnel model using quantitative approaches with larger samples via Structural Equation Modeling (SEM) across more heterogeneous rural or peri-urban demographics.

REFERENCES

- Assidqi M. B. A, Salwa A. A, Husna I, Lista P.D, Azizah S. N, Oktafiani D. F, R. M. S. (2025). Pemanfaatan Media Sosial Sebagai Strategi Digital Marketing Pada UMKM Tas Handmade eLAIL. *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN)*, 6(2), 1812–1819.
- Ayokunmi, L. A., Seman, N. A. A., Rashid, U. K., & Mohamad, A. (2025). The Role of Social Media Marketing as an ICT Tool in Improving Supply Chain Sustainability of SMEs : Systematic Literature Review. *Procedia Computer Science*, 253, 1392–1401. <https://doi.org/10.1016/j.procs.2025.01.201>
- Azhari, T. R. A., Irwansyah, R., Sativa, O., Suhendra, E., Oktavia, D. R., & Kamilatin, T. L. (2025). Penggunaan Status Whatsapp Sebagai Strategi Promosi : Studi Kualitatif Pada Praktik Wirausaha Mahasiswa Universitas Djuanda. *Jurnal Sosiohumaniora Nusantara*, 2(1), 458–467.
- Braun, V., & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Cao, G., & Weerawardena, J. (2023). Strategic use of social media in marketing and financial performance : The B2B SME context. *Industrial Marketing Management*, 111(March), 41–54. <https://doi.org/10.1016/j.indmarman.2023.03.007>
- Chung, L., Hua, K., & Yoshie, O. (2025). Sustainable circular economy : Unpacking the unintended consequences of digital transformation in Japanese SMEs. *Technological Forecasting & Social Change*, 221(August), 124335. <https://doi.org/10.1016/j.techfore.2025.124335>
- Evangeulista, G., Agustin, A., Pramana, G., Putra, E., Pramesti, T., Madiistriyatno, H., Manajemen, M. M., Jakarta, U. P., Manajemen, D. M., & Jakarta, U. P. (2023). Strategi umkm dalam menghadapi digitalisasi. *Jurnal Kajian Ekonomi Dan Bisnis*, 16.
- Fajriah, Y. (2025). Strategi Adaptasi UMKM Konsumen Di Era Digital Terhadap Perubahan Tren Konsumen di Era Digital. *Jurnal ECONOMINA*, 4, 1–8.
- Galib, M., Faridah, Muharram, & Thanwain. (2024). Transformasi Digital UMKM : Analisis Pemasaran Online dan Dampaknya terhadap Ekonomi Lokal di Indonesia. *Journal Of Economics And Regional Science*, 4(2), 115–128.
- Hajili, N. (2015). Social commerce adoption model in consumers: Longitudinal study. *Computers in Human Behavior*, 51, 772–778. <https://doi.org/10.1016/j.chb.2014.12.006>
- Hartono, R., Yudianto, A., Studi, P., Bisnis, A., Tinggi, S., & Administrasi, I. (2024). Pemanfaatan Aplikasi Whatsapp Business Sebagai Media Promosi Usaha Mama Naura Shop Desa Teluk Mesjid Kecamatan Danau Panggang Kabupaten Hulu Sungai Utara. *Jurnal Administrasi Bisnis*, 1, 77–81.
- Ikerismawati, S., Sholiha, I., & Hardiyanti, S. (2023). Pendampingan Pemanfaatan Google Maps dan Whatsapp Bisnis Sebagai Media Digital Marketing Bagi UMKM di Kelurahan Sebeni Kota Pasuruan. *Jurnal Pengabdian Masyarakat*, 3(3), 1294–1302.
- Indonesia. (2021). *Peraturan Pemerintah Republik Indonesia Nomer 7 Tahun 2021 tentang Kemudahan, Pelindungan, dan Pemberdayaan Koperasi dan Usaha Mikro, Kecil, dan Menengah*.
- Kurniawan, K. A., & Sutabri, T. (2023). Analisis SWOT Pemasaran Digital Menggunakan WhatsApp Business Pada Asosiasi Pengusaha Pempek Palembang. *Jurnal Sistem Informasi*, 9(2).
- Liang, T. P., & Turban, E. (2011). Introduction to the special issue social commerce: Foundations, social networks, and applied e-commerce research. *Electronic Commerce*

- Research and Applications*, 10(1), 1–2. <https://doi.org/10.1016/j.elerap.2010.11.005>
- Maduku, D. K. (2024). Social media marketing assimilation in B2B firms : An integrative framework of antecedents and consequences. *Industrial Marketing Management*, 119(March), 27–42. <https://doi.org/10.1016/j.indmarman.2024.04.003>
- Malarvizhi, C. A., Mamun, A. Al, Jayashree, S., Nezen, F., & Abir, T. (2022). Modelling the significance of social media marketing activities , brand equity and loyalty to predict consumers ' willingness to pay premium price for portable tech gadgets. *Heliyon*, 8(8), e10145. <https://doi.org/10.1016/j.heliyon.2022.e10145>
- Merín-Rodriguez, J., Dasí, `Angels, Alegre, J., & Hughes, M. (2025). Dynamic managerial capabilities for digital transformation in innovative SMEs : What are the effects on new product development performance ? *Journal of Business Research*, 201(November 2024). <https://doi.org/10.1016/j.jbusres.2025.115709>
- Miles, M. ., Huberman, A. M., & Saldana, J. (2020). *Qualitative Data Analysis: A Methods Sourcebook (4th ed.)*. SAGE Publications.
- Mulyani, Y. S., Wibisono, T., & Hikmah, A. B. (2022). *Pemanfaatan Media Sosial Tiktok Untuk Pemasaran Bisnis Digital Sebagai Media Promosi*. 11(1). <http://stp-mataram-e-journal.id/JHI>
- Murdiani, T., Andika, A. J., & Widiyanto, W. I. (2022). Pemanfaatan WhatsApp Group Sebagai Media Promosi dalam Penjualan Online. *Jurnal Ekonomi, Keuangan, Dan Bisnis*, 07, 69–76.
- Ngo, T. T. A., An, G. K., Dao, D. K., Nguyen, N. Q. N., Phong, B. H., Nguyen, N. Y. V., & Nguyen, T. B. N. (2025). Leveraging social media marketing activities (SMMAs) to enhance consumer satisfaction and purchase intention for bio-cosmetics. *Acta Psychologica*, 261(October), 105768. <https://doi.org/10.1016/j.actpsy.2025.105768>
- Nurhadi, M., Suryani, T., & Amar, A. (2025). Cultivating domestic brand love through social media marketing activities : Insights from young consumers in an emerging market. *Asia Pacific Management Review*, 30(1), 100349. <https://doi.org/10.1016/j.apmr.2024.100349>
- Paweloszczek, I., Wiczorkowski, J., & Czarnacka-chrobot, B. (2023). Digital Transformation of Polish micro-enterprises : Lessons from the COVID-19 Era. *Procedia Computer Science*, 225, 1572–1581. <https://doi.org/10.1016/j.procs.2023.10.146>
- Pratiwi, A., Utami, M. P., Valentia, Y., & Pancasila, U. (2023). WhatsApp Story as a Medium of Digital Marketing Communication for MSME in Bogor Regency. *Asosiasi Pendidikan Tinggi Ilmu Komunikasi*, August, 30–31.
- Putra, A., Pamungkas, P., Azzahra, S. P., Hamdani, R., Novriansyah, M. A., Satriawan, D., Suryati, L., & Aryansyah, B. T. (2025). Transformasi UMKM Menuju Era Digital : Penguatan Strategi Pemasaran Berbasis Media Sosial di Desa Sukadamai. *Jurnal Pengabdian Kepada Masyarakat*, 1(4), 504–509. <https://doi.org/doi.org/10.63822/dg0yt874>
- Putri, E. S., & Thohiri, R. (2025). Pengaruh Pemanfaatan Media Sosial Terhadap Strategi Pemasaran Dan Penjualan Produk UMKM. *IKRAITH-EKONOMIKA*, 8(2), 314–327.
- Putri, O. R., Nurhayati, W., Nurhidayah, Y. A., Surohit, & Sanjaya, V. F. (2024). Transformasi strategi pemasaran umkm melalui literasi digital dan inovasi bisnis. *Jurnal Manajemen Bisnis Syariah*, 1, 49–55.
- Rusnendar, E., Musadat, I. A., Pramayuda, A., & Manajemen, P. S. (2024). Pemanfaatan Digital Marketing Dalam Pengembangan Pemasaran Usaha Mikro Kecil Dan Menengah (UMKM). *In Search*, 23(1), 195–198.
- Sarabdeen, J. (2025). Social Sciences & Humanities Open Saudi Arabian legal framework on

Strategic Transformation of MSMEs in East Lombok Regency in Utilizing Social Media and Instant Messaging as Digital Promotional Tools

Putri et al, 2026

-
- the use of social media in entrepreneurial marketing. *Social Sciences & Humanities Open*, 12(November), 102242. <https://doi.org/10.1016/j.ssaho.2025.102242>
- Sari, M. N. (2025). Implementation of WhatsApp Business-Based Digital Marketing Strategy for MSMEs in Indonesia. *Jurnal Ekonomi Manajemen Akuntansi Keuangan Bisnis Digital*, 137–144.
- Secka, J. (2025). Assessing the digital entrepreneurial policy and SME competitiveness in The Gambia. *Procedia Computer Science*, 270, 6016–6024. <https://doi.org/10.1016/j.procs.2025.10.071>
- Sedalo, G., Boateng, H., & Paul, J. (2022). Exploring social media affordance in relationship marketing practices in SMEs. *Digital Business*, 2(1), 100017. <https://doi.org/10.1016/j.digbus.2021.100017>
- Sekarwangi, P. T. C., Prawira, S. A., & Permana, E. (2022). Strategi Penggunaan Media Sosial Sebagai Media Promosi Coffee Shop. *Jurnal Ilmu Komputer Dan Bisnis*, XIII(2), 15–27.
- Sitompul, P. S., Sari, M. M., Miranda, C., & Lumban, B. (2025). Transformasi Digital UMKM Indonesia : Tantangan dan Strategi Adaptasi di Era Ekonomi Digital. *Jurnal Manajemen Bisnis Digital Terkini*, 2(April), 09–18. <https://doi.org/https://doi.org/10.61132/jumbidter.v2i1.487>
- Strong, E. K. (1925). The psychology of selling and advertising. *McGraw-Hill*.
- Su, Y., Shih, C., & Yang, T. O. (2024). Investment Fraud Cases Study in Chinese Context of Instant Messaging Software. *Procedia Computer Science*, 246, 391–402. <https://doi.org/10.1016/j.procs.2024.09.418>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Tan, L. P., Casidy, R., & Arli, D. (2025). Drivers of strategic green marketing orientation : An SME owner-manager perspective. *Journal of Retailing and Consumer Services*, 82(October 2024), 104130. <https://doi.org/10.1016/j.jretconser.2024.104130>
- Timur, D. K. dan U. K. L. (2025). *Data Jumlah Unit Usaha Mikro, Kecil, dan Menengah (UMKM) Kabupaten Lombok Timur Tahun 2025*.
- Wibawa, B. M., Baihaqi, I., Nareswari, N., Mardhotillah, R. R., & Pramesti, F. (2022). Utilization Of Social Media And Its Impact On Marketing Performance : A Case Study Of Smes In Indonesia. *International Journal of Business and Society*, 23(1), 19–33.
- Wijaya, G. O. S. (2012). Development of AIDA model in marketing communication strategy. *International Journal of Innovation, Management and Technology*, 3(4), 400–404.
- Zahoor, N., Zopiatis, A., Adomako, S., & Lamprinakos, G. (2023). The micro-foundations of digitally transforming SMEs : How digital literacy and technology interact with managerial attributes. *Journal of Business Research*, 159(January 2022), 113755. <https://doi.org/10.1016/j.jbusres.2023.113755>
- Zhang, L., & Erturk, E. (2022). Potential lessons from Chinese businesses and platforms for online networking and marketing : An exploratory study. *Social Sciences & Humanities Open*, 6(1), 100274. <https://doi.org/10.1016/j.ssaho.2022.100274>